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The relationship between internal organizational trust and job engagement in Higher Education

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ABSTRACT. This research is designed to identify the relationship between internal organizational trust and job engagement in Higher Education of Kurdistan and Islamic Azad Higher Education in Sanandaj. We have used Shakli Zalbak's questionnaire (2000) to measure internal organizational trust and Schaufeli and Bakker's questionnaire (2003) to identify job engagement. The population is Kurdistan Higher Education and Islamic Azad staffs which are 475 people and we have chosen 212 statistical samples by using Cochran formula and random sampling. This research is based on practical purpose and descriptive collection method is correlation. We have used questionnaire to gather information. We have analyzed information by Pearson's correlation coefficient and multiple regression analysis. The result of hypotheses shows that there is significant and direct relationship between internal organizational trust and job engagement. The result of regression analysis shows that explicit environment determined 49 percent of job engagement variance. The sense of identity of organization and the sense of attention from colleagues, managers and organization determine 26 and 18 percent of job engagement variance.

1. INTRODUCTION

Recently, the consultants, researchers and brokers have paid attention to the concept of job engagement (Harter, Smith and Hayes, 2002; Macey, Schneider, Barbara and Yong, 2009; Richman, Syoyana, Shanona, Hilb and Brinens, 2008). Macey and et.al have determined two dimensions: mental energy (inside or feel) and behavioral energy (outside or look). The mental energy which is named the sense of affiliation has four elements: the sense of urgency, the sense of concentration, sense of intensity and sense of enthusiasm. The behavioral dimension has four elements: stability, initiative, the spreading role and adapting with changes (Macey and et.al, 2009: 20-35).

Schaufeli and Bakker (2003) indicate that the job engagement includes the positive, satisfactory and related-work mental states which different in three indicators: vigor, dedication and absorption. Dedication includes the engaging person with work and experiencing the meaningful, enthusiasm and challenge. The absorption is different in full focus and happily absorbed in work which time passes quickly and separating himself from work are difficult (Schaufeli and Bakker, 2003: 5-6). The positive synergistic between individual and organization occurs by creating job engagement which leads to positive consequences. These consequences include job positive attitudes, strength identification by work (job satisfaction and organizational commitment); mental health includes positive feelings and deterioration reduction, the better performance of inside and outside job, intrinsic motivation, individual initiative and proactive behavior, reaching job and personal resources. High personnel affiliation for organization looking for positive consequences such as retention of talent, positive image of proportion, business performance, financial efficiency or the quality of services (Isa Khani and et.al, 2012: 26). The creating job engagement

and organizational commitment will not fulfill without satisfying the personnel needs. The work affiliation is individual interests and desire to perform tasks and sustainability in organization. This energy creates dual-energy in individual and would be useful for society. The job engagement is essential for all jobs. Organizational engagement helps managers to be sure that design long-term plans (Bakker and Demerouti, 2008: 211). The effectiveness organizations require willingness and qualified staffs and will lead to reach organizational goals. The personnel job engagement is the greater human resources which increase productivity. Dissatisfaction and lack of job engagement cause delay, absence (mental, physical) and leaving organization (Babai and Khalaj and et.al, 2013: 41). The importance of job engagement, in terms of organizational operational results and human resources leads to researchers identify set of effective factors to create job engagement. One of the most important variables is trust which is the vital factor to reach organizational and individual success and will compensate improving productivity. The low organizational trust and increasing conflicts, organizational instability, desertion, reducing motivation, unsolved rumors and strike and obstacles to reach goals will be occur. There are various factors which influence on organizational trust (Danai Fard and et.al, 2009). The organizational trust structures are positive expectation which individuals have experiences and interdependencies of different member behavior based on organization roles (Shockley Zalabak and et.al, 2000). Trust is multi-level concept which plays an important role in all relationships such as friendship, family, organization and economic relations (Lusher and et.al, 2012). According to the above, the main purpose of current study is identification of relationship between the general perception of effectiveness and competence members, attention of colleagues, managers and organization, stable and trustable behaviors in organization, explicit environment and the sense of identity of organization.

2. THEORETICAL FOUNDATION

Section one: job engagement

The concept and introduction to personnel job engagement

Kahn (1992) indicated that job engagement is the use of himself or herself to play business roles. In affiliation, individuals use physical, cognitive and emotional dimension to play role. Lack of job engagement is separation of individual of business role (Isa Khani, 2013: 77).

Rothbard (2001) indicated that job engagement is psychological presence which trend to cover accessible initial elements. These initial elements are attention and absorption. Attention refers to accessibility of cognitive and the amount of time thinking which individual spends that time to his or her role. The absorption means drowning in role and refers to individual concentration on a role (Rothbard, 2001: 656).

- The positive, satisfaction and work-related imagine are different in vigor, dedication and absorption (Schaufeli & Bakker, 2003).
- The job engagement is the sense of Individual targeted and concentrated energy which is obvious to others in form of individual initiative, compatibility and effort for organizational goals (Macey and et.al, 2009).

Job engagement dimension

From Schaufeli and Bakker's point (2003), job engagement has three dimensions: vigor, dedication and absorption.

- 1- Vigor: It is different in high level of energy and mental resiliency during working. In this case, individual tends to more effort, resistance against problems and indefatigable.
- 2- Dedication: it is refer to the intense engaging individual with work and experiencing the sense of meaningful, enthusiasm and challenge.
- 3- Absorption: It is different in full concentration and attracting happiness in work which leads to pass time and separating himself or herself from work which is difficult (Ibid, 23-24).

Section two: internal organizational trust

The concept of trust

Trust is a strong belief, honesty and power of a person, relying on a claim or opinion (Ztvinka, 2007). Other research stated that trust is the reliance on others with the possibility of opportunism, uncertainty and their risk (Misztal, 2001).

Hirsh (1977) introduce trust as a common good which is necessary to being success in economic. The trust is vital element to easily solve problems. Because, it determine that whether members allow others to participate in making decisions (Bakhtiari, 2010).

Recently, the concept of trust is increasing in management literature. In most definitions, trust is a key functionality which includes risk management and uncertainty. Trust is different with certainty. Because, judges will be based on trust in uncertainty level. Stanley (2005) stated that trust is a relationship. Staffs want to have a relationship based on trust with managers and this is essential for staffs and managers and lack of trust has a negative effect on organizational productivity (Khanifar and Zarvandi, 2010).

Chareltan (2000) indicated that trust properties is following:

- Proportionality in speech and action
- Expressing positive attitudes and opinions about others.
- Imagine the ethical concept of organization which protect individuals.
- Relying on individuals and they are able to enrich their lives (Khanifar, Zarvandi, 2010).

The measurement model of trust

We have used Shockley-Zalabak's model to measure internal organizational trust which has five dimensions:

- 1- The sense of explicit environment
- 2- General perception of effectiveness and competence members of organization.
- 3- The sense of attention from colleagues, managers and organization
- 4- The existence of stable and reliable behaviors in organization.
- 5- The sense of identity toward organization

A review of empirical studies and codification of theoretical framework

The results of Aghaz and Negin Taji's research (2013) show that the internal organizational trust has effect on knowledge sharing behaviors in a department. The results of Khorshidi's research (2012) show that the trust staffs to organization and reciprocal norms has significant and positive effect on the sense of organization engagement and also, reciprocal norms in organization has significant and positive effect on staff trust to organization.

The results of Isakhani's research (2013) show that the job engagement has positive effect on organizational commitment of staffs. The results of Al Ibraro's research show that the organizational trust influences on organizational justice and both of them are the explanation of job involvement. Bakker, Demerouti (2008) found that the combination of high job requirements with few job resources can significantly predict deterioration. Also, they found that individual with autonomy, receiving feedback and experiencing social support wouldn't have deterioration. The results of Parkes and Langford's research (2008) show that there is the lowest correlation between work-life balance and the job engagement among 28 scale of environment. The researchers interpretation of results is that staffs with high job engagement, sometimes the work-life balance is sacrificed organizational goals.

The main hypothesis

There is significant relationship between internal organizational trust and job engagement of staffs in Kurdistan Higher Education and Islamic Azad Higher Education Sanandaj branch.

The sub-hypotheses

- There is significant relationship between general perception of effectiveness and competence members and job engagement.
- There is significant relationship between attention from colleagues, managers and organization and job engagement.
- There is significant relationship between stable and reliable behaviors and job engagement.

- There is significant relationship between the sense of explicit environment and job engagement. There is significant relationship between the sense of identity forward organization and job engagement.

The theoretical framework is a conceptual pattern which is based on the theoretical relationships between effective factors on topic research. It retrieved from research literature and includes job engagement and internal organizational trust. According to above, the hypotheses are following:

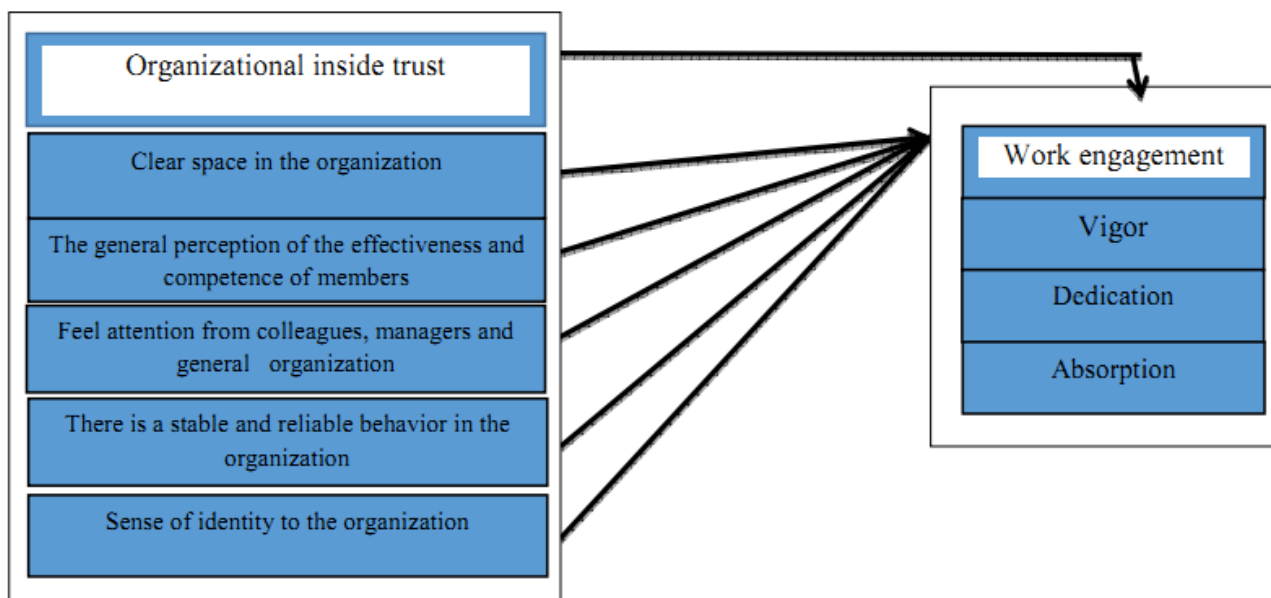


Figure 1. Shows the conceptual model of research
Source model of organizational trust (Zalbak Shockley et al., 2000)
Resource modeling job engagement(Shavfly and Bakker, 2003)

3. METHODOLOGY

This research is based on practical purpose and descriptive collection method is correlation which include the staffs of Higher Education of Kurdistan and Islamic Azad Higher Education Sanandaj branch and they are 475 people. We have used Cochran formula to determine statistical sample which is 212 people. According to topic research and the population, we have used the classified random sampling method and the data collection tool is questionnaire. The internal organizational questionnaire is based on Shockley-Zalabak's questionnaire (2000) and we have used job engagement questionnaire (Schaufeli and Bakker, 2003) to measure job engagement level. This questionnaire includes 17 substances. Also, this questionnaire has measured the vigor variable with 6 items, dedication variable with 5 items and absorption variable with 6 items. We have used content reliability to determine reliability. The rate of Cronbach's Alpha for internal organizational trust and job engagement are 0.896 and 0.869, respectively. Also, we have used descriptive and inferential statistics to analyze information.

4. FINDINGS

A) Descriptive results of research

The descriptive statistics of internal organizational trust in Kurdistan Higher Education and Islamic Azad Higher Education Sanandaj branch.

Table 1.Descriptive statistics related to organizational trust and its components

Components	The mean	SD	max statistics	Min Statistic	Number of items	Position
Organizational inside trust	65.11	13.9	43	65		Above average
Clear space in the organization	9.7	3.6	18	4	4	Below Average
The general perception of the effectiveness and competence of members	13.25	2.7	20	8	4	The average upward
Feel attention from colleagues, managers and general organization	14.16	2.4	20	8	4	The average upward
There is a stable and reliable behavior in the organization	11.79	3.2	20	5	4	Average
Sense of identity to the organization	16.04	4.6	30	9	6	Below Average

Table 2 .Descriptive statistics given the job and its components

variable	Number of items	SD	The mean	max statistics	Min Statistic	Position
Work engagement	17	8.08	54.6	69	40	The average upward
Vigor	6	3.7	20.5	26	13	Above average
Dedication	5	3.9	16.3	25	10	The average upward
Absorption	6	2.3	17.8	22	13	Average

B) The hypotheses test

Main hypothesis: There is significant relationship between internal organizational trust and job engagement in Kurdistan Higher Education and Islamic Azad Higher Education Sanandaj branch.

Table 3 .Univariate statistics regression analysis between job engagement

Coefficient Correlation	F statistic	The standard deviation	Determinatin Coefficient	Corrected coefficient of determination	Sig
0.482	59.558	6.9	0.232	0.228	0.000

According to table 3, the correlation coefficient and determination coefficient are 0.482 and 0.23, respectively and it shows that 23 percent of job engagement changes related to internal organizational trust. The results of variance analysis show that the calculated Sig level is 0.000 which shows the significant regression in 99 percent level.

Table 4. Effect model of work engagement on accepting change

Model	ratio of non-standard		Standard rate	T	Sig
	B	Std. Error	Beta		
Constant	31.982	2.38	-	13.44	0.000
Organizational inside trust	0.276	0.036	0.482	7.717	0.000

a. The dependent variable: job engagement

According to the results, the job engagement will enhance 0.482 units by enhancing a unit of internal organizational trust.

The fitness model of explanatory factors for job engagement based on internal organizational trust

Table 5 shows that multiple correlation coefficient is 0.579 and its square (determination coefficient) is 34. So, the three dimensions of job engagement (explicit environment, attention from colleagues, managers and organization and the sense of identity forward organization) determine 33 percent of variance.

Table 5 .Job belongs statistics multivariate regression analysis

Coefficient Correlation	F statistic	Coefficient	Corrected coefficient of determination	Sig
0.579	32.817	0.335	0.325	0.000

The dependent variable (job engagement) is directly affected the explicit environment in organization. This variable determines 49 percent of the job engagement variance and then is directly affected by the sense of identity toward organization and this variable determines 26 percent of job engagement variance. The third variable which has effect on job engagement is the sense of attention from colleagues, managers and organization which determines 18 percent of job engagement variance.

Table (6). Statistics related to the independent variables remain in the model.

Variable	B	Std.B	Beta	T	SigT
Rzazmbda	40/646	2/703	–	15/037	0/000
Clear space in the organization	1/054	0/154	0/493	6/85	0/000
Sense of identity to the organization	0/456	0/144	0/260	3/17	0/000
Feel attention from colleagues, managers and general organization	0/581	0/252	0/181	2/31	0/000

The final model of multiple regression analysis is following:

Job engagement = 0.581 (attention from colleagues and managers) + 0.456 (indentity toward organization)+ 1.054(explicit environment) + 40.646 (intercept) + e_i

5. CONCLUSION

According to the results of regression analysis, the sense of explicit environment in organization is the first effective dimension in job engagement. What is important in this research is trust so that people should have an adequate understanding of staffs to interpret likely behavior of staffs. Trust is based on awareness. The awareness of the others and predictability of their behaviors will replace with contracts, punishments and legal arrangements and this deterrence is based on trust. The second factor which has effect on job engagement is the sense of identity toward organization. This dimension includes common purpose and culture. The common purpose is the perception and viewpoint of members toward purposes and results of group activities. The common culture involves common behavioral norms among members. According to results, the average of internal organizational trust is high like previous dimensions and some elements such as justice, responsibility and respect to values and norms should be increase. The third dimension which has effect on job engagement is the sense of attention from colleagues, manager and organizations. This dimension refers to the rate of trust and the interaction among the members of a social unit and also

this dimension refers to specific relations such as respect, trust, trusteeship, kindness and intimacy. According to the results, the average of this dimension was higher than the average of scores. According to the high level of internal organizational trust, we can expect the increasing trust among staffs. The relations and social connection is individual assets in analysis viewpoint and can access it through available resources in this connection. The use of social interaction leads to benefit the access to information, guiding colleagues, advice, emotional encouragement, emotional support and financial assistance. The high level of internal organizational trust in this dimension leads to continuity of staff relations. In line with the confirmed hypotheses, we can indicate that internal organizational trust is management phenomenon and organizations which have high level of trust are more successful than the organizations with the low level of trust. So, staffs will reach the high level of job engagement which leads to increase productivity, improve communications and reduce risk. The staffs who are in low level of trust act in high level of stress. The staffs don't participate in decisions and finally leads to reduce productivity (Zarei Matin, HsanZadeh, 2004).

According to the results, we recommend that:

- The misusing employees from each other should be recognize and guide the offending staff. Managers should prove that the major indicator of organizational development is competence and qualify.
- We can develop the internal organizational trust through training effectiveness communications and improving the relationship process and interaction between staffs and managers in inside and outside of organization and creating culture, team-working.
- Managers should find the reasons for dishonesty among organizations and also design some plans to reduce these senses.
- To create the internal organizational trust, members should honestly feel safe in communication with staffs. The development trust requires to aware managers and staffs from their expectations.

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